

ASC Addresses Unit Commanders' Concerns Through LBE and Reset Programs

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Tactical unit commanders have numerous issues and concerns to address when preparing their units for deployment and redeployment from *Operations Enduring* and *Iraqi Freedom (OEF/OIF)*. The U.S. Army Sustainment Command (ASC), part of the U.S. Army Materiel Command (AMC) team, is available to assist, identify, and resolve equipment and maintenance problems as well as materiel readiness issues for combatant commanders.

Soldiers lift off the rotorheads on a Black Hawk helicopter during a 360-hour maintenance phase reset. (U.S. Army photo by SGT Ryan Matson, 1/34 Brigade Combat Team Public Affairs.)

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The AMC Solution

The Department of the Army (DA) designated AMC as the executive agent for all aspects of Army Force Generation (ARFORGEN) equipment, including funding and execution of the Left-Behind Equipment (LBE) program. An AMC ARFORGEN operations order, dated March 5, 2007, established ASC as the lead (supported) command responsible for the LBE program. During this program, ASC relieves Active Component units of the responsibility of managing equipment that is not deployed in support of their wartime mission, and ensures that the equipment is maintained, accounted for, cross-leveled, or temporarily loaned in support of the ARFORGEN process.

AMC assigned ASC the mission of providing materiel readiness support for a deploying/redeploying unit's equipment. To perform the equipment readiness support mission, ASC looks to its Army Field Support Brigades (AFSBs) and Distribution Management Center (DMC).

The AFSBs provide a single AMC/ASC face to the field by integrating and synchronizing acquisition, logistics, and technology (AL&T) to enhance the combat readiness of all Army units within the AFSB area of support. There are seven AFSBs: three in CONUS separated by region, one based in Europe, one based in Korea, and two focused on operations in Southwest Asia.

The DMC, based at ASC Headquarters on Rock Island Arsenal, IL, supports deploying and redeploying units by providing readiness management

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for Active Army units in CONUS, Alaska, and Hawaii. The DMC has become the single ASC integrator for LBE and field-level reset in support of ARFORGEN.

The reset of units returning from *OEF/OIF* consists of a series of actions to restore the units to a desired level of combat capability commensurate with future mission requirements. These actions include the repair of equipment, replacement of equipment lost during operations, and recapitalization of equipment where feasible and necessary. The reset program ensures that commanders have reliable and capable equipment, and that the Army has a long-term program to sustain the operational readiness of all critical systems.



Bringing repairs to where they're needed most, the TACOM LCMC Small Arms Readiness Evaluation Team with repair armorers fix and return weapons to Soldiers' hands — all part of ASC's integration of AL&T capabilities. (U.S. Army photo.)

The DMC works with multiple organizations to integrate and synchronize LBE and reset support. The list includes DA staff offices, AMC Life Cycle Management Commands (LCMCs), the Defense Logistics Agency (DLA), and the Installation Management Command (IMCOM). Critical to this process are ASC's AFSBs, Army Field Support Battalions (AFSBns), Logistic Support Elements (LSEs), and Field Logistics Readiness Centers (FLRCs) — subordinate organizations of the Field Logistics Readiness Division (FLRD). The DMC focuses on supporting the property accountability, management and equipment maintenance, or repair requirements of a unit throughout the ARFORGEN cycle.

Benefits for Units

AFSBs work with unit commanders to serve as the "face to the field" for all AMC activities in their geographic regions through all ARFORGEN cycle phases. AFSBs also serve as the primary conduit of logistical support with ties to

the units through their AFSBn/LSE organizations at every installation.

All three levels of support — strategic, operational, and tactical — are important to the coordination and synchronization efforts of support units. In recognition of this fact, the DMC has liaison officers on its staff from DA — Resource Management (G-8), LCMCs, DLA, IMCOM, and the FLRD. Likewise, the AFSBs, and their AFSBn or LSE, have experts provided by the LCMCs to work with units at their home stations to address deployment and redeployment issues. While this

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arrangement succeeds in addressing the DMC's information needs at the strategic and operational level, it does not adequately address the need for information at the tactical level. To meet this tactical information need, AFSBs work closely with Distribution Management Teams (DMTs) at 15 CONUS installations.

Assigned to the DMC, the DMTs directly support customers of the AFSB, AFSBn, or LSE commander. In addition to working closely with the AFSBn or LSE staff, the DMTs

coordinate or synchronize support activities with the IMCOM Directorate

of Logistics (DOL) and FLRD/FLRC agencies. Their primary purpose is to provide regional/above-brigade-level materiel management capability through demand-supported supply management, asset visibility, and maintenance/readiness management.

This organizational arrangement ensures that all support agencies are fully informed and can use the same data feeds to support a Logistics Common Operating Picture (LCOP) for AMC-level coordination or synchronization of support for a deploying or redeploying unit.

LBE Program

The DMC LBE program has provided visibility and readiness support to the National Equipment Pool. The goal is to ensure that maintained materiel is ready for issue upon direction of appropriate authority or reissue to the unit upon its redeployment.



Working side-by-side, Soldiers and civilians put another High-Mobility Multipurpose Wheeled Vehicle back in the fight from their workshop at Logistics Support Area Anaconda, Balad, Iraq, one of ASC's worldwide network of field support activities. (U.S. Army photo by Charles W. Fick Jr.)



Working at Fort Carson, CO, a mechanic repairs an engine during reset repair operations meant to restore fighting units' materiel readiness and support the ARFORGEN strategy. (U.S. Army photo by Nikki St. Amant.)

ASC leverages its AFSBs in partnership with IMCOM, AMC LCMCs, and other supporting agencies to assume responsibility for LBE. ASC budgets, funds, accounts for, maintains, and reports the readiness status of LBE per Army regulations and guidance.

ASC centrally manages the LBE program with decentralized execution through the ASC Global Property Management Support Services contract and/or its LBE Task Order Property Accountability contractor. The LBE program leverages support from the AFSBs and their subordinate units and works with the LCMCs, IMCOM DOLs, FLRDs, and other service providers to facilitate LBE program execution.

Following the deploying unit's Pre-deployment Site Survey and/or leaders' reconnaissance, the supporting AFSB will alert ASC that the unit requires LBE management assistance. The DMC then initiates coordination with the Army commands (ACOMs), Army Service Component Commands, or Direct Reporting Units to define the mission parameters and set conditions for a smooth transfer of equipment and property book records to ASC.

ASC, supported by appropriate LCMCs, will then maintain LBE to

Technical Manuals' 10/20 readiness conditions (all routine maintenance executed and all deficiencies repaired). This function supports ACOMs and HQDA by ensuring that the next units to deploy have the necessary equipment to meet training and deployment requirements.

Reset Program

As a unit prepares to redeploy, the reset phase of the ARFORGEN cycle begins. To aid the unit in this phase, AMC has established Reset Fly Away Teams and Retrograde Property Assistance Teams. Both teams work with the unit while still deployed to address unit equipment redeployment concerns and to assist the unit with building its reset plan.

The redeploying unit enters its plan for all deployed equipment into the Automated Reset Management Tool (ARMT) to acquire disposition instructions for each item's Source of Repair (SOR). ARMT automatically identifies Automatic Return Items to be repaired in a sustainment-level repair facility (e.g., a depot). The remainder of the equipment loaded into ARMT will be considered field level and is repaired either by the unit or its supporting DOLs/FLRCs.

After building plans in ARMT, planning occurs among LCMCs, AFSBs, LSEs, DOLs, FLRCs, and the DMC to determine the workload allocation, which is focused on installations by region to determine unit timelines, density of equipment, and SORs. The AFSB or LSE conducts an initial analysis, provides recommendations for field-level SORs,

and provides current workload at each SOR. The DMC provides cost data and analysis for LBE workload plans, Pre-deployment Training Equipment, and reset, as well as timelines and lists of units. LCMCs provide standardized scopes of work for their managed commodities, including analysis of sustainment-level requirements, and approve the workloading plan.

The reset phase ends once the equipment inducted into field-level reset returns to the unit, and equipment shortages are filled that were identified during sustainment-level induction.

Easing the Strain in the Future

To increase visibility of equipment during the ARFORGEN process, the DMC is working with the Logistics Support Activity to develop an automated LCOP. The LCOP will allow support agencies and commanders to access an overall picture of a unit's equipment on hand against the unit's authorizations, and display the sourcing solutions to fill shortages identified during the reset and LBE process.

Through the establishment of AFSBs, DMC, and DMTs, ASC has eased the strain on combatant commanders by effectively managing the Army's reset and LBE missions. The message from ASC's team of logisticians to unit commanders is clear: "Your equipment concerns are our equipment concerns. We will stand beside you as you address those concerns, whether you are leading Soldiers into combat or training them for the next fight."

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